Organizational Conflict Resolution

The Organizational Conflict Resolution focuses on the process within working divisions, groups and teams; how the work gets done and who does it and what the cultural and individual attitudes are towards that work. We utilize these organizational processes for assessing root cause and for focusing resolution efforts that include concentration both on how the team members relate and one the nature of work performed by that team.

The process has three phases:
1. Assessment of the issues, problems and root cause
2. Determining and designing appropriate interventions
3. Implementation and follow-through to effect solutions

Indications that Organizational Assessment may be useful:

- Conflicts or hostility among staff
- High dependency on or negative reactions to the manager
- Increased number of complaints within the staff
- Loss of production or output
- Reorganization of a new group that was instigated due to ineffectiveness or conflict
- Conflicting views on work issues such as:
  - Confusion about assignments, authority or unclear roles
  - Decisions that are misunderstood or not carried through properly
  - Apathy or lack of interest or involvement among staff members
  - Ineffective staff meetings; low participation in group decisions
- Complaints from customers (both internal and external) and the quality of service

Objectives of the Intervention

- Ameliorating the initiating conflict(s)
- Uncovering the root cause of conflict
- Identifying problem areas of team/group/division behavior and corrective actions to be taken
- Examining and improving the group's problem-solving strategies.
- Providing an opportunity for the group as a whole to analyze its functions, performance, strengths, and weaknesses
- Improving the group's communication/listening skills
- Improving the effectiveness of a group in which members must work together to achieve results
- Developing a model of team effectiveness specifically designed to help the work unit
- Developing a mission and purpose statement for the work group
- Establishing or clarifying roles and responsibilities for work group members
- Help the work unit engage in a continuous process of self-examination

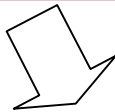# Organizational Conflict Resolution

The Process

Scope Objectives

- Meet with chartering manager and agree on goals
- and objectives
- Determine preferences, discuss available tools
- Agree on general approach and survey tools
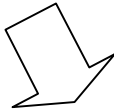
Administer Survey

- Meet with group
- Explain process
- Distribute surveys
- Set deadlines

Analyze Survey

- Review survey
- Score instruments
- Complete and review distribution analysis
- Prepare survey information for debriefing

- Review trends indicated in survey
- Discuss informational gaps apparent from survey
- Agree on scope and focus of individual interviews
- Agree on appropriate sampling

Brief Chartering Manager
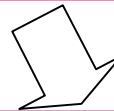
- Meet one-on-one with members of team (as agreed to above)
- Acquire information relevant to gaps in survey and other needs

Conduct Interviews

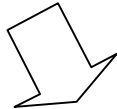# Organizational Conflict Resolution

Affinitize and analyze interview information

➢ Review interview information and affinitize similar observations
➢ Quantify trends
➢ Prepare presentation package
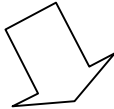
Brief chartering manager

➢ Brief chartering manager on results of interviews
➢ Explain linkage to surveys
➢ Discuss options for follow-up activities

Debrief results to organization members

➢ Share results of survey and interviews with org. members
➢ Begin follow-up activities as indicated

➢ Provide full range of organizational consulting
➢ Facilitate activities depending on needs identified
➢ Assist organization in planning its own response to the needs identified

Facilitate organizational assistance activities
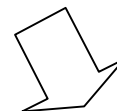
➢ Monitor progress
➢ Provide follow-up support
➢ Review with chartering manager as necessary

Follow-up as necessary.